



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS COMPANY
UNITED STATES ARMY, EUROPE AND SEVENTH ARMY
UNIT 29351
APO AE 09014

AEUSG-HD-UR

2 September 2004

MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Commander's Evaluation Points (DA Form 3355), Policy #1

1. Effective immediately, Commander's Evaluation points shown on the DA Form 3355, (Maximum 150) for promotion to Sergeant and Staff Sergeant will be awarded based upon the individual soldier's performance. I will deduct Commander's points for UCMJ violations, other forms of misconduct, failure to pass or participate in training and failure to exceed a minimum of 60 on each APFT event. Purpose for this policy is to recognize outstanding performance over average performance and reward soldiers accordingly.
2. I will notify a soldier's Chain of Command or supervisor when a soldier who is recommended for promotion receives less than 140 Commander's Evaluation points, prior to forwarding my recommendation for promotion to the promotion authority. Leaders are responsible for ensuring their soldiers receive required training as programmed on the HHC, USAREUR & 7th Army training schedule.

//Original Signed//
VIRGINIA REED
MAJ, QM
Commanding



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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Leave and Pass, Policy # 2

1. PURPOSE: To provide guidance on leave and passes for HHC USAREUR personnel.
2. All soldiers will plan to use their entire 30 days of leave each year. Soldiers who refuse to take leave when the opportunity is afforded them by the Command Annual Leave program will be counseled. Their refusal could result in the loss of earned leave.
3. Leaves will be spread throughout the year to eliminate soldiers from having to "burn" leave during the final months of fiscal year. To effectively plan leaves, first line supervisors will establish a matrix, which promotes fair use of leave. When planning, leaders will remember that their section must be able to accomplish their mission.
4. Soldiers taking leave in CONUS are responsible for returning to HHC, U/7A no later than the end date of leave granted. A request for leave extension will not be granted due to unavailability of military hops or insufficient funds. Remember, the first statement on the back of DA 31 states, when granted leave, you assume full responsibility for your travel expenses, to include return to proper station. You should have available sufficient funds to pay all expenses.
5. Passes to include passes effective during non-duty hours, are a privilege and not a right. Passes will be granted to deserving soldiers. The Commander will approve passes under the following conditions:
 - a. Passes will not exceed 96 consecutive hours.
 - b. Passes will be submitted no later than seven (7) days prior to requested date (Note: if a special situation arises and you need a pass, talk to the First Sergeant.)
6. The above pass policy does not preclude a section leader from giving an individual time off. However, a pass is required if the soldier is off duty for more than one duty day, or is leaving the local area. **The local area consists of Heidelberg proper, ie: Campbell Barracks and it is required to submit a pass if your travel will exceed a 200 mile radius from this point.**
7. **Leave in Conjunction** with a **Special Pass** is not authorized (IAW AR 600-8-10, paragraph 5-29). Every four-day weekend in USAREUR is considered a special pass. Leave may be granted with a regular (3-day) pass IAW AR 600-8-10, paragraph 5-27.
8. All soldiers will physically or telephonically sign in/out through HHC, USAREUR PAC. Soldiers who sign in/out after duty hours are required to call DSN 370-6860 or commercial 06221-57-6860 (HHC, USAREUR PAC) and leave the following information:
 - a. Name
 - b. Date of sign in/out

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SUBJECT: Leave and Pass, Policy # 2

- c. Time of sign in/out
- d. Control number on leave form

9. Failure to sign in/out may result in soldier being charged the full leave period indicated on DA Form 31.

10. Soldier will be physically present in the local area (defined as on post, duty station, or in the location from which the soldier regularly commutes to duty) at the beginning and ending of leave. Soldiers who fail to comply are subject to UCMJ action.

11. Enjoy your leave time. You deserve your time off!

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Commander's and First Sergeant's Open Door Policy, Policy #3

1. It is imperative that soldiers have and opportunity to speak to the Commander and First Sergeant on issues they feel can not be surfaced through their chain of command. Traditionally, the Army refers to this as an Open Door Policy.
2. The Army trains their leaders to be sensitive and responsive to their soldier's problems; it is an inherent responsibility. However, there may come a time a soldier's only recourse, whether actual or perceived, is to speak directly with the Commander or First Sergeant. I fully support an open door policy. I want to assure each soldier, that if you invoke this policy, your leaders will not penalize you.
3. I encourage all soldiers to allow your supervisors the opportunity to assist you first. They will. However, if you feel you need to see me directly, I stand ready to render any assistance within my power.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Equal Opportunity, Policy #4

1. It is the policy of the Department of the Army to provide equal opportunity and treatment for all Soldiers, civilians and their family members based solely on merit, potential, and performance. Leaders at all levels must diligently pursue required actions to ensure this is maintained.
2. The chain of command is primarily responsible for correcting discriminatory practices, whether real or perceived, and for communication of equal opportunity matters. Soldiers will be afforded the opportunity to discuss any action they deem as discriminatory with their immediate supervisor and proceed up the chain of command as required. These concerns will also be forwarded to the unit equal opportunity representative without delay. Soldiers must be assured that they may pursue these channels in response to a discriminatory act against them without fear of reprisal, coercion, or intimidation.
3. We will not tolerate discrimination or apathy in meeting our commitment to equal opportunity. By demonstrating the principles of sound leadership, we can ensure that all personnel have an equal opportunity to become the very best they can be, regardless of race, color, gender, religion, or national origin.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Delegation of Authority for Reenlistment Interviews, Policy #5

1. In accordance with AR 601-280, Appendix C, Table C-1, the unit commander is required to conduct periodic reenlistment interviews of all assigned soldiers in the grades PVT-SFC. This requirement may be delegated to specified commissioned officers when the majority of troops are not under the direct supervisions of the commander. AR 601-280 cites Garrisons HHC's as examples. HHC, USAREUR & 7TH Army is unique, in that each directorate has a Sergeant Major.
2. I hereby delegate the authority to conduct reenlistment interviews to all directorates Sergeant Major for soldier with their directorates. For those directorates without Sergeant Majors, this authority is delegated to the Executive Officer. This authority may not be further delegated.
3. The HHC USAREUR & 7th Army retention NCO will produce a monthly roster of interviews that are due. This roster will have the appropriate reenlistment data card attached. Data cards will be returned the following month to the HHC, USAREUR & 7TH Army Retention NCO.

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MEMORANDUM HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Commander's Policy on Reenlistment Incentives, Policy #6

1. It is my policy to actively encourage good soldiers to remain in the military, thereby increasing the effectiveness of our country's defense posture. Along these lines, I have decided to implement the following program of incentives to reward those personnel who reenlist while serving as a member in this unit.
2. The following incentives apply to all soldiers:
 - a. Based upon mission requirement, supervisors may release re-enlisting soldiers for the remaining of the duty day following the re-enlistment ceremony.
 - b. A soldier who reenlists for 3 years or more will receive a one (4) four-day pass and one (3) three-day pass to be taken at the discretion of the soldier within (90) ninety days of the reenlistment.
 - c. Any soldier who reenlists for a minimum of 3 three years; not less, will receive a (4) four-day pass to be taken at the discretion of the soldier, within (90) ninety days of the reenlistment.
3. Regardless of the above re-enlistment, exemption does not include periods of exercises and heightened THREATCON; force protection duties must take priority.
4. If the duty roster is published prior to the soldier's reenlistment, he or she will be responsible for performance of that published duty.
5. Re-enlistment ceremonies will not be scheduled to occur prior to force protection guard shift, nor occur so that the reenlisted soldier can combine their day off with an existing pass or holiday.
6. This policy supersedes all previous policies.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Outstanding Soldier/NCO Recognition Program, Policy # 7

1. Purpose: To establish responsibilities and procedures for operation of the HHC, USAREUR & 7TH Army Outstanding soldier/ NCO Recognition Program.
2. APPLICABILITY: This policy applies to all eligible soldier assigned or attached to HHC USAREUR & 7th Army.
3. RESPONSIBILITIES: The First Sergeant is responsible for overall supervision of this program.
 - a. Sergeant Major / Chief NCO's will establish procedures necessary to determine the best candidate to appear before the company board. The board is normally conducted the 1st Friday of each month. Directorates may submit up to two candidates for each of the following categories: (Soldier: PVT-SPC / NCO: CPL- SFC). Only outstanding soldiers who are reenlistment qualified will be eligible for consideration.
 - b. Pac will provide a soldier to serve as board recorder. The board recorder will coordinate with the First Sergeant to ensure that all boards are schedule , appointed, announced, and those candidates are scheduled for appearance. Additionally, the board recorder will prepare board minutes, and memorandums/ certificates of achievement/ commendation.
4. Procedures:
 - a. Soldier / NCO of the Month boards will normally be held the first Friday of each month. In addition to company competition, winners will normally appear before the 411th Base Support Battalion Soldiers / NCO of the Quarter Board.
 - b. Location of the monthly board will be announced by memorandum.
 - c. Directorates will submit written recommendations for each soldier appearing before the board. Written recommendations must be submitted by the 15th of the month prior to board appearance. Once a recommendation is received, withdrawals must be submitted through command channels. Soldiers / NCO's may compete only once every 6 months if selected as soldier / NCO of the month.
5. Awards: Soldier / NCO of the Month will receive:
 - a. Letter of Commendation, signed by the Company Commander.
 - b. Receive an HHC USAREUR & 7th Army Commander's coin.

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SUBJECT: Outstanding Soldier/NCO Recognition Program, Policy # 7

- c. Fifteen-day exemption from all company duty rosters.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Awards, Policy #8

1. The principal goal of the awards program is to appropriately recognize those soldiers whose manner of performance is truly exceptional. Policies governing selection for awards must be perceived to be fair, and if the awards are to be valued, criteria for awards must be sufficiently stringent to require performance of duty that exceeds the norm. In order to establish and maintain credibility in our awards program, we must use good judgment in determining when an award is deserved and which award is appropriate. The following factors must be considered when deciding whether a soldier should receive an award and the appropriate level of the award:

a. Achievement Awards – Recognize a specific act/project/mission that is so outstanding and beyond the norm that it deserves special recognition. The act should have contributed significantly to the accomplishment of the unit's mission.

b. Service Awards – The three key factors in deciding whether a soldier should receive a service award and what the award level should be are length of service, degree of responsibility, and manner of performance.

(1) Length of service – For all service awards, the length of service should meet or exceed the normal tour length of four years. Shorter periods may be appropriate for individuals serving in tough, responsible leadership positions.

(2) Degrees of responsibility – Certain assignments involve great inherent responsibilities that must be considered carefully when determining the level of the award. Junior soldiers who serve in positions which require more seniority will carry more responsibility by virtue of having less experience, training, and authority obtained by rank.

(3) Manner of performance – Regardless of the length of service or degree of responsibility, the manner of performance is always the most important factor. When considering manner of performance, rank and level of responsibility are important considerations. What may be an average performance in a key position by a senior individual may very well be exception when performed by a more junior service member.

c. Level of Awards – The following criteria provide broad guidance on the level of awards to be given. They are not absolute and exceptions will often be appropriate. The level of an award is closely tied to the level of responsibility of the individual.

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SUBJECT: Awards, Policy #8

(1) Legion of Merit – Generally reserved for senior officers (Colonel and above) and senior NCOs (SGM and CSM) serving in positions of great responsibility.

(2) Meritorious Service Medal – Generally given to field grade officers and senior NCOs (SFC and above) serving in command and staff positions that have wide responsibilities governing a significant number of soldiers and/or accountable for significant resources. The MSM may be appropriate for a more junior officer or NCO when serving in a position calling for a more senior individual.

(3) Army Commendation Medal – Almost exclusively appropriate for company grade officers and junior NCOs who are serving in positions of responsibility which would not warrant award of the MSM. More junior soldiers whose performance is particularly outstanding may also be considered for the ARCOM.

(4) Army Achievement Medal – This medal was designed for junior soldiers and junior officers. It is rarely appropriate to award it to an NCO in the rank of SSG or above or to an officer above the rank of Captain due to the level of responsibility these ranks usually encompass.

(5) Certificate of Achievement – These are appropriate for all grades and positions. They should always be considered when length of service, level of responsibility, or manner of performance does not dictate another award of higher precedence.

2. In no case should awards be given based solely on rank, or an awards recommendation submitted in the belief that 'the higher the better-it might make it through. Awards should be submitted only when deserved, and the appropriate level of award should be submitted.

3. I am confident that if we maintain the spirit of this policy, our awards program will be meaningful and enhance morale among our soldiers.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Energy Conservation, Policy #9

1. Reference:

- a. AR 11-27, Army Energy Program.
- b. USAREUR Reg 11-27, U.S. Army Europe Energy Programs.
- c. 26th Area Support Group SOP - :Logistics.

2. Purpose: To provide guidance and outline procedures for personnel to implement and maintain an effective energy conservation program with HHC, USAREUR and 7th Army.

3. Applicability: This SOP applies to all USAREUR Personnel assigned or attached to HHC, USAREUR & 7th Army.

4. Responsibilities:

a. Commander:

- (1) Has overall responsibility for the unit energy conservation program.
- (2) Appoint in writing a unit energy conservation officer.

b. Energy Conservation Officer:

- (1) Implement and maintain the unit energy conservation program.
- (2) Develop energy efficiency measures within the company.
- (3) Conduct routine energy conservation inspections IAW Chapter 12, 26th Area Support Group Sop for Logistics.
- (4) Schedule and arrange an energy survey at least annually.

c. Individual:

- (1) Observe good energy conservation practices daily.
- (2) Notify energy conservation officer of wasteful energy practices.

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SUBJECT: Energy Conservation, Policy #9

5. To make the energy conservation program work, each individual must take an active part in identifying and eliminating poor energy use practices. Ideas on ways to conserve energy are encouraged and should be submitted to the unit energy conservation officer. Your help in this effort ensures Army energy will be there when we need it most.
6. In accordance with AR 601-280, Appendix C, Table C-1, the unit commander is required to conduct periodic reenlistment interviews of all assigned soldiers in the grades PVT-SFC. This requirement may be delegated to specified commissioned officers when the majority of troops are not under the direct supervisions of the commander. AR 601-280 cites Garrisons HHC's as examples. HHC, USAREUR & 7TH Army is unique, in that each directorate has a Sergeant Major.
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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Commander's Policy- Army Substance Abuse Program Policy #10

1. The ASAP program exists to help soldiers and/or their family members overcome the disease of alcoholism or the addictions (both physical and psychological) of drug abuse. I encourage all soldiers to take a serious, in-depth look at themselves and to seek help from this program if they are dependent upon drugs or alcohol.
2. Once in the ASAP program, whether self-referred or directed by me in response to an alcohol or drug-related incident, program participation becomes a part of the soldier's duty. I consider failure to make a scheduled ASAP appointment as "Failure to Repair" which is an offense punishable under the UCMJ.

//Original Signed//
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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Sexual Harassment, Policy #11

1. Sexual harassment is a form of discrimination that involves unwelcome sexual advances, request for sexual favors, and/or other verbal or physical conduct of a sexual nature. It is not limited to the workplace. It can occur at almost any place, and violates acceptable standards of integrity and impartiality required of all Army personnel. Sexual harassment interferes with both mission accomplishment and unit cohesion and will not be tolerated
2. The prevention of sexual harassment requires action at all levels of command. It is a form of misconduct that has a detrimental effect on morale. As leaders and supervisors, we must make it clear to our soldiers and civilian employees that engaging in or condoning this prohibited behavior will incur disciplinary or adverse administrative action. Individuals who are sexually harassed are encouraged to make it clear that such behavior is offensive and to report such harassment immediately through the chain of command or civilian channel.
3. All complaints of sexual harassment will be thoroughly pursued. The company and/or installation Equal Opportunity Office is available to assist in the prevention, identification, or investigation of sexual harassment charges.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Privately Owned Weapons and Prohibited Items, Policy #12

1. Reference:

a. USAREUR Regulation (UR Regulation) 190-6, 28 Nov 85, Registration and Control of Privately Owned Firearms and other Weapons.

b. AR 190-11, 31 Apr 86, Physical Security of Arms, Ammunition and Explosives.

2. Purpose: To outline the policies and guidelines relating to the acquisition and storage of privately owned weapons and the disposition standards of impounded property.

3. Procedures: Acquisition of Privately Owned Weapons.

a. Firearms may be purchased provided that personnel meet the prerequisites outlined in UR 190-6.

b. All personnel (SGT and below and their dependents) must obtain the Commander's approval to purchase a firearm, and have the request for registration of firearm (AE Form 190-6D) signed by the Commander, (UR 190-6 sec III, para5). All soldiers living in the barracks will keep their weapons in the arms room IAW UR Regulation 190-6, sec IV, paragraph 11, and paragraph 13.

c. Personnel desiring to acquire weapons other than firearms must have the Commander's approval prior to purchasing the weapon.

4. Import of weapons into the Command: Personnel may import weapons into the Command provide that the provisions outlined in sec III, paragraph 6, UR Regulation 190-6, are complied with.

5. Storage of Privately Owned Weapons for Barracks Personnel:

a. All soldier residing in the barracks must store their weapons in the unit arms room once they have been legally acquired, (UR Regulation 190-6, sec IV, paragraph 11b & c, and sec V, paragraph 13a & b). All weapons must be properly registered with the Provost Marshall within 3 working days after acquisition. Each registration must be renewed every 4 years IAW UR Regulation 190-6, sec IV, paragraph 12c.

b. Other weapons to include pellet pistols and rifles, air rifles and pistols, archery equipment, locking blade knives with blades 3 inches or longer, and any type of martial art practice device will be stored in the unit arms room. These weapons may be withdrawn from the IAW the HHC U7/A Arms Room SOP, paragraph 4-H.

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SUBJECT: Privately Owned Weapons and Prohibited Items, Policy #12

c. Ammunition for firearms will not be stored in the same container as the weapon. Ammunition will be stored IAW 190-11, paragraph 3-5.

d. All privately owned weapons will be properly documented by a continuous hand receipt system and tagged IAW UR Regulation 190-6, sec V, paragraph 13, and the HHC, U/7A Arms Room SOP, paragraph 4-H.

e. All privately owned weapons must have a weapons card signed by the commander, DA Form 3749, IAW UR 190-6, sec V, paragraph 13, and DA Pam 710-21, paragraph 5-5.

6. Impounding and disposition of Prohibited items:

a. All items that are listed in UR Regulation 190-6 as prohibited property may be impounded.

b. If the ownership of impounded items can be determined, the items must be returned to their owner. The owner should be informed, however, that possession of the items constitutes an offense, and that he may consent to the destruction of the impound items. If the owner refuses to have the items destroyed, his or her refusal may result in legal action.

c. If the ownership of the impounded item cannot be determined then the Commander, with the concurrence of the local Provost Marshal, will request the nearest servicing maintenance facility to destroy the item. Residue will be turned into the nearest property disposal activity with a statement on the turn-in document indicating the destruction has been accomplished. An authorized representative of the U.S. Government will sign the statement, after destruction has been accomplished in his presence.

7. Locking blade knives and knives with blades 3 inches or longer, will not be carried except as authorized below.

a. Locking blade knives with blades 3 inches or longer that are Government Issue and deemed by the Commander as necessary in the performance of an individual's duty are authorized to be carried while performing the duty.

b. Locking blade knives and knives with blades 3 inches or longer are authorized while the individual is hunting, fishing, or camping.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Army and Career Alumni Program (Policy Memorandum #13)

1. The Army Career and Alumni Program is a valuable tool designed to assist ETSing and retiring soldiers in developing resumes, identifying job skills, and interviewing for jobs. I encourage all soldiers who are within a year of transitioning to fully use these services.
2. At a minimum, ACAP will consist of a one-day seminar and one to three follow-up appointments with a counselor.
3. Meetings, computer use, and interview after this period are treated the same as a regular absence from work. These absences will be coordinated with the immediate supervisor, and if they consist of more than half a duty day, will be documented on a DA Form 31 (leave/pass form). I will be generous in granting leaves and passes for people who need to use the ACAP program.
4. Soldiers who use ACAP as a reason to continually miss work, or work call without a valid leave/pass form or their Department Sergeant Major's specific permission, and who obtain that permission and then do not use ACAP services, will be treated as absent. They will be counseled on each individual absence, and if a pattern of misconduct develops, I will consider imposition of nonjudicial punishment.
5. Please do not mistake my policy as a discouragement from using ACAP; rather, I intend for ACAP to be used as intended and not abused as a form of "free leave."

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Promotion Counseling, Policy #14

1. Supervisors will counsel in writing, their Sergeants and below who (without waiver) meet advancement or promotion eligibility, but are not recommended. The counseling will identify weak areas, and will provide specific guidance on what the soldier needs to improve those areas.
2. As leaders, we owe our soldiers straight talk concerning why they were not recommended for promotion. This is particularly important, because the leader recommends the soldier after observing his/her ability to perform duties and assume responsibilities at the next higher grade. I delegate this counseling authority to supervisors, IAW AR 600-200, chapter 7, paragraph 7-2.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Personnel Counseling, Policy #15

1. Professionalism is the key to today's Army. In order to achieve the highest degree of unit effectiveness, mission accomplishment and career development, each soldier must have a clear understanding of his/her responsibilities, areas that need improvement and things they are doing well.

2. The following procedures are directed:

a. All soldiers (PVT-SPC) will be counseled monthly on his or her performance. The section supervisor will maintain the counseling.

b. All supervisors will counsel (SGT-SFC) not less than once a quarter on achievements, areas of improvement and responsibilities. Supervisors who rate soldiers will incorporate these counselings into NCOER record counseling.

a. Records of counseling sessions will be maintained by each supervisor on their personnel. This requirement is subject for review during unit command inspections.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Commander's Safety Policy, Policy #16

1. I take a personal interest in the safety and well being of every soldier in this command. Accidents and needless injuries put soldiers out of action as surely as those wounded in action during a time of war. Safety is synonymous with reduction of risk and results in conservation of combat power.

2. Every directorate, supervisor (military and civilian), staff member and individual soldier should do their part to implement safety procedures- both on and off duty. By incorporating safety into all SOP's, training plans, operational plans and performance standards, we can maintain the proper focus on safety within this unit.

3. Everyone should be on the lookout for preventable accidents or injuries. The first place to begin is around your own office or home. Remember, the life you save could be your own.

4. Leaders at all levels should be teachers and insure correct procedures and safe practices are present in every job, operation or activity. Soldiers must be aware that they will be held accountable for accidents when they fail to exercise prudent caution or fail to accomplish a task as trained or instructed.

5. There is nothing we do in peace or war that warrants unnecessary risk of life, limb or equipment. I am committed to the Army Safety Program, and expect the same from each member of this command. We must not tolerate indifference or neglect. **Safety begins with you!**

6. Policy:

a. To maintain and improve USAREUR's readiness posture, leaders at all levels will train safely. The commander's philosophy of MISSION SAFETY is equally applied to the concept; not training first; not safety first; but GO Safely.

b. Sections will integrate safety into all phases of training. Adequate time will be allocated and identified for safety matters for each type of training indicated on the weekly training schedule.

c. Realism Versus Safety

1) While I expect realistic training. Adequate time will not be conducted at the expense of safety.

2) I want each soldier trained to recognize and cope with danger as well as ways to avoid unnecessary exposure to danger. Realism in the soldier's environment must include exposure to the use of weapons that are often employed under conditions of controlled violence. Exposure to this risk is

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SUBJECT: Commander's Safety Policy, Policy #16

necessary; however, the safety of the service member will always take precedence over realism during training. Training must be geared towards the soldiers recognition of danger and to avoidance of unnecessary risks both on and off duty.

3) When training requires the exposure of personnel to a hazard, I want the minimum number of personnel exposed for the minimum time. No task is so urgent that it cannot be performed safely.

7. Safety Standards:

1) Army Motor Vehicle/Private Owned Vehicle operations:

a. All drivers will possess a valid military operator's license (SF 46) for the vehicle and/ or equipment being operated.

b. Tactical vehicles will not be operated at speeds greater than the posted markings.

c. All vehicles (tactical/administrative use) will operate within posted speed limits or at reduced speeds if weather or terrain conditions dictate.

d. Ground guides will be used whenever backing a vehicle.

e. Personnel will not ride on cargo being transported on trucks, on cabs of truck, or on top of armored personnel carriers. Personnel will not be transported in trailers.

f. No one will sleep under or near parked vehicles or trailers near roadways and where vehicles may be driven.

g. When a vehicle must be moved under "blackout" conditions, a minimum of one ground guide with a hooded flashlight will lead the vehicle out of CP, bivouac, or parking area. If weather conditions or terrain factors are extreme, a minimum of two ground guides with hooded lights should be used. The guides will travel at normal pace and when possible, lead the vehicle on existing roadways or trails out of the area. The guides should check the exit route carefully for sleeping personnel, ditches and other safety hazards.

h. Senior occupants and drivers will ensure that all passengers are properly seated and that safety straps are used.

i. Driving a POV in USAREUR is a privilege, not a right. Anyone registered and operating a POV in USAREUR falls under the regulatory guidelines in UR 190-1. I have imposed additional measures to excessive speeding violators. Those personnel ticketed for excess speed of 11 – 15 kph will lose driving privileges for two weeks; those personnel ticketed for excess speed over 15 kph will lose driving privileges for one month.

8. Ammunition: To ensure control and effect protection of untrained troops, only trained personnel will use simulators, hand-held flares, and other signaling devices. Hand grenade and ground burst simulators will not be thrown in the immediate vicinity of ground troops, vehicles, or near tents/buildings.

9. Blank Ammunition:

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SUBJECT: Commander's Safety Policy, Policy #16

- a. Will be requested, issued, safeguarded, and accounted for in the same manner as service ammunition.
- b. Will not be fired at any person within 20 feet.
- c. Will not be fired inside of tents or buildings.
- d. Special care will be taken to ensure that live ammunition is not mixed with blank ammunition.

10. Service_Ammunition:

- a. All ammunition will be handled, transported, safeguarded, controlled, and disposed of in accordance with procedures established in the appropriate technical reference.
- b. Stringent control will be utilized to assure the minimum number of rounds are unpacked to prepare ready-to-fire ammunition. This action will assure minimum exposure to personnel and ammunition.
- c. Personnel participating in live fire exercises must be inspected for possession of five ammunition before leaving the exercise area. Vehicles must be similarly inspected. All weapons must be cleared before personnel leave range.
- d. Complete accountability of all ammunitions and pyrotechnics will be maintained by using units.

//Original Signed//
VIRGINIA REED
MAJ, QM
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS COMPANY
UNITED STATES ARMY, EUROPE AND SEVENTH ARMY
UNIT 29351
APO AE 09014

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2 September 2004

MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Sergeant's Time Training, Policy #17

1. Sergeant's Time Training will be conducted each Thursday from 0700-1200 hrs. The intent of Sergeant's Time Training is to allot a five-hour block of time weekly for Sergeant's to develop their junior soldier's skills at the individual, team and squad level. Sergeants are to concentrate on those tasks that relate to the METL of the unit and staff. The company's METL tasks serve as the foundation for training additionally each directorate has its own set of METL tasks which will also remain a focus of training. HHC's METL tasks are as follows:

- Prepare for and execute operations to support community transition during crisis and peacetime.
- Provide Crisis Personnel Support
- Provide C2 and Service Support to selected units located in or passing through HQ USAREUR AOR

2. Low Density MOS training will be conducted up to twice monthly. Directorates will concentrate on those tasks that will enable their low density MOS personnel to maintain combat effectiveness in their specific MOS. Tasks selected to train on in each directorate will be forwarded to the First Sergeant and will be trained on at the directorate level.

3. Mandatory classes (POSH, Suicide Prevention, hot and cold weather injury prevention, etc.) will be conducted on Thursday once a month at 1300 hours. Mandatory attendance for all Sergeants First Class and below is required as these classes are an annual requirement.

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2 September 2004

MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Urinalysis Procedures, Policy #18

1. It is the policy of HHC, USAREUR to support the effective utilization of the urinalysis program as a deterrent to illegal drug abuse. It is my intention to randomly test every soldier assigned to HHC, USAREUR in a manner which denies predictability. HHC, USAREUR soldiers are expected to be tested two times annually, at a minimum.
2. The urinalysis program is effective only to the extent that we swiftly and severely discipline identified drug abusers. It is my policy to react firmly and expeditiously to all incidents of illegal drug use.
3. Responsibility. If someone is TDY, deployed, on leave, or unable to attend for emergency reasons, the designated officers and NCOs are required to provide a "by name" list with the reason each individual did not provide a sample *before the published urinalysis ending time*. **Participation is not optional, and nobody is authorized to excuse personnel from attending.** "Mission Essential" is not an excuse for missing a mandatory urinalysis. Those personnel who are TDY, deployed, on leave, or unable to attend due to an emergency will be monitored on a separate list and selected for random sampling at another date.
4. **Command-Directed Test.** To keep people from slipping through the cracks in my testing system, I will order a command-directed urinalysis for anyone missing tests for three consecutive months. This has nothing to do with rank or trust, it's about equality.
5. **Action.** It is important that ASAP policies and procedures are followed correctly, and that all personnel taking valid prescription medications, which can be verified in their medical records, report the medication they are taking to the ADC who is conducting the urinalysis at the time they provide the urine sample. Any individual failing to attend the urinalysis without a valid reason, as specified above, can expect to receive adverse action under the Uniform Code of Military Justice.

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2 September 2004

MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Issue of weapons to TDY personnel, Policy #19

1. We have come upon a time where our present day missions require outside support. For those missions that require outside support, specific directorate to provide their augmentees a weapon.
2. Effective 29 April 1999, when issuing a weapon to TDY personnel, directorates will need to submit to the HHC, USAREUR armorer the following:
 - a. A memorandum stating the TDY soldier's name, rank, and SSN.
 - b. Date and time for pick up/ return the weapon.
 - c. Specify designated active duty soldier, assigned to HHC USAREUR, who will sign out the TDY soldier's weapon
 - d. Specify weapon from directorate, in which the TDY soldier will utilize. This requires a specific name to a be listed on the above memorandum that will state exactly whose weapon the TDY personnel will borrow while on TDY status.
 - e. Memorandum needs to list the directorate, POC, and duty phone number.
 - f. Memorandum must have the internal approval of an O-4 or higher.
3. Due to the shortages of weapons, directorates will have to issue weapons belonging internally to any outside personnel not on TCS orders.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Army Weight Control Program, Policy #20

1. All HHC personnel are expected to maintain an appropriate weight and level of body fat. The Department of the Army provides the screening tables for height/weight and allowable body fat percentages.
2. Only weight control monitors appointed by the 1SG or myself will conduct weigh-ins and body fat tape tests. We are the only personnel who are authorized to make changes or substitutions to weight control monitors.
3. Weigh-ins will normally be conducted during the semiannual PT test, or if I identify a soldier as appearing overweight. Individuals who exceed the screening table for their weight will be taped for body fat percentage by a company weight control monitor appointed by the 1SG. Individuals who exceed body fat percentages without a valid medical reason will be flagged, counseled, and placed on a weight control program.
4. Individuals who fail to make satisfactory progress on the weight control program are subject to chapter action.
5. Individuals who are removed from the program for achieving the body fat/weight standards but fail those standards within 12 months of removal are subject to chapter action.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Family Care Plans, Policy #21

1. The following are instructions on how to complete the forms required in the Family Care Plan.
 - a. Check packet to ensure that you have everything in your packet that is on the Family Care Plan Checklist.
 - b. DA Form 5304-R Family Care Plan Counseling Checklist-Commander or Designated Representative will counsel soldier and both initial each item on the checklist and sign page three.
 - c. DA Form 5304-R Family Care Plan-Soldier will read and initial each item on the checklist. Soldier and Commander or designated representative will sign on page two (reverse side). This form will also be used for recertification purposes (recertification is yearly).
 - d. Letter of Instruction-soldier will prepare a letter of instruction to guardian or escort. Use the sample letter as a guide.
 - e. DD Form 2558 Allotment-Soldier will prepare an allotment form to be used for family member's financial support in the Soldier's absence. Do not sign form or date it.
 - f. DA Form 5841-R Power of Attorney-Soldier must have form notarized (JAG can help with this).
 - g. DA Form 5840-R Certificate of Acceptance of Guardian or Escort-Soldier must deliver to Guardian or Escort. They must have it notarized and deliver original (with seal) back to you.
 - h. DA Form 1172 Application for Family Member I.D. Card Soldier must go to the I.D. section at the Central Processing Facility. They will complete Processing Facility. They will complete a DD Form 1172 specifically for the Family Care Plan packet.
2. Soldiers who can not complete their Family Care Plan within 30 days will request an extension (not to exceed 30 days) in writing from the Commander, HHC USAREUR & 7th ARMY.

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MEMORANDUM FOR HHC, USAREUR & 7TH ARMY PERSONNEL

SUBJECT: Assigned weapons for Force Protection, Policy #22

1. Effective immediately, the only soldiers authorized to draw a 9MM pistol for Force Protection duty are Sergeants First Class and above.
2. Soldiers in the rank of Staff Sergeant and below will draw their primary assigned weapon, the M16A2 rifle.
3. General Officer drivers will be assigned an M16A2 rifle and a 9MM pistol. They will maintain qualification on both weapons. For Force Protection purposes they will draw their M16A2 rifle.

//Original Signed//
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Commanding